

School of Government

## **PUBL 302 PUBLIC MANAGEMENT**

Trimester Two 2008

### **COURSE OUTLINE**

#### **Contact Details**

Course Coordinator:

Dr Russell Harding  
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Administrator:

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#### **Trimester Dates**

Monday 7 July to Saturday 8 November 2008.

#### **Class Times and Room Numbers**

##### **Lectures**

Monday	10:30 a.m. – 11:20 a.m.	RWW 315 (Pipitea)
Friday	10:30 a.m. – 11:20 a.m.	RWW 315 (Pipitea)

##### **Tutorials**

Monday	11:30 a.m. – 12:20 p.m.	RWW 315 (Pipitea)
Friday	11:30 a.m. – 12:20 p.m.	RWW 315 (Pipitea)

## Final Examination

A final examination for this course will be held between 17 October 2008 and 8 November 2008.

## Course Objectives

By the completion of this course, students should have:

- An appreciation of the distinctive features of public management;
- An appreciation of the scope and practice of public management;
- Familiarity with the history and experience of public management in New Zealand;
- Familiarity with theories relevant to public management.

## Course Content

<b>Date</b>	<b>Lecture</b>	<b>Tutorial</b>
7 July 2008	Introductions, Housekeeping, Tutorials	No tutorials
11 July 2008	What is management?	
14 July 2008	Managing the public: What is public management?	Government as a business: distinctive features of public management
18 July 2008	Early public management – 1970s and early 1980s	
21 July 2008	Public sector reform – mid-1980s, 1990s and 2000s	Hiring and firing
25 July 2008	The State Sector Act 1988	
28 July 2008	Managing people and performance	Appropriate conduct
1 August 2008	Managing for integrity – Public Sector ethics	
4 August 2008	Organisational management	Whistle blowing
8 August 2008	The Public Finance Act 1989	
11 August 2008	Financial management	Managing money
15 August 2008	Procurement management	
18 August 2008	Mid-Trimester Break	No tutorials
22 August 2008	No classes	
25 August 2008		
29 August 2008		
1 September 2008	Managing information	Open discussion of material to date
5 September 2008	Managing information	
8 September 2008	Planning and strategising	Planning in government
12 September 2008	E-Government	
15 September 2008	Managing policy implementation	Programme evaluation
19 September 2008	Service delivery	

<b>Date</b>	<b>Lecture</b>	<b>Tutorial</b>
22 September 2008	Managing for Outcomes	Presentation preparation
26 September 2008	Managing, reviewing and reporting performance	
29 September 2008	Risk management	Presentation preparation
3 October 2008	Group presentations I	
6 October 2008	Group presentations II	Course review
10 October 2008	Emerging issues in public management	

## **Expected Workload**

The expected time commitment for this course is 150 hours. Of these, 35 hours involve lectures and tutorials. Students should expect to spend approximately ten hours per week on reading, review and assignment preparation.

## **Group Work**

Agency interdependency, collaboration and achieving synergies are essential in public management, and in carrying out the policy directives of Government. In order to understand some of the dynamics of this, you will form a group of four or five people and will make a ten-minute oral presentation to the rest of the class on 8 October 2008. This will be an efficient and effective way for all of the class to learn about a wide range and number of topics. It will also give you an opportunity to polish and hone your presentation skills. Your group should decide who and how many of the group should actually make the presentation. Try to divide your labour and talents within the group as evenly and fairly as you can. The presentation will be worth 15 per cent of your final mark for the course. Each student in the group will receive the mark assigned to that group.

## **Readings**

The text for this course is Hughes, Owen E. (2003) *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K.

Required readings are from the above text, available from Vicbooks. Additional readings are either available on reserve at the Pipitea campus library or will be posted on Blackboard. The readings listed under each week are required *for that week*.

### Week 1

Required reading:

Hughes, Owen E. (2003). *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 4.

Background reading:

Wilson, James Q. *Bureaucracy: what government agencies do and why they do it*.

Hult, Karen M. and Walcott, Charles. *Governing public organizations: politics, structures, and institutional design*.

Miller, Raymond (Ed). *New Zealand government and politics*.

## Week 2

Required reading:

Hughes, Owen E. (2003). *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapters 1, 2 and 3.

Additional Reading:

New Zealand Treasury/State Services Commission (2002) *Review of the Centre – One Year On*, Wellington, accessed from <http://www.ssc.govt.nz/display/document.asp?navid=105>

Boston, Jonathan et al. *Public management: the New Zealand model*.

Boston, Jonathan et al. *Reshaping the state: New Zealand's bureaucratic revolution*.

Downs, George W. and Larkey, Patrick D. *Search for government efficiency: from hubris to helplessness*.

Schick, Allen. *Spirit of reform: managing the New Zealand state sector in a time of change*. A report prepared for the State Services Commission and The Treasury, New Zealand.

## Week 3

Required reading:

Hughes, Owen E. (2003). *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 8.

## Week 4

Required reading:

Hughes, Owen E. (2003). *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 13.

Additional reading:

SSC, State Services Commission (2003). *Review of the Centre: State Sector Human Resources Framework*, Wellington, accessed from <http://www.ssc.govt.nz/display/document.asp?docid=3304&PageType=content&NavID=225>

Preston, Noel (Ed) *Ethics for the public sector: education and training*.

Bowman, James S. and Elliston, Frederick A. (Eds) *Ethics, government, and public policy: a reference guide*.

Rudman, Richard *Human resources management in New Zealand: contexts and processes*.

#### Week 5

Required reading:

Hughes, Owen E. (2003) *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 9.

#### Week 6

No assigned reading.

#### Week 7

No assigned reading.

#### Week 8

Required reading:

Hughes, Owen E. (2003) *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 7 and 10.

Additional reading:

SSC (2006) *Development Goals for the State Sector*, SSC, Wellington, accessed from [http://www.ssc.govt.nz/upload/downloadable\\_files/Development-Goals-diagram.pdf](http://www.ssc.govt.nz/upload/downloadable_files/Development-Goals-diagram.pdf)

SSC (2006) *State of the Development Goals Report*, SSC, Wellington, accessed from [http://www.ssc.govt.nz/upload/downloadable\\_files/sdg-report06.pdf](http://www.ssc.govt.nz/upload/downloadable_files/sdg-report06.pdf)

#### Week 9

Required reading:

Hughes, Owen E. (2003) *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 5, 6 and 11.

## Week 10

Additional reading:

SSC (2008) *Performance Information Measures and Standards in the SOI and Annual Report*, SSC, Wellington, accessed from [http://www.ssc.govt.nz/upload/downloadable\\_files/Guidance-performance\\_information\\_measures.pdf](http://www.ssc.govt.nz/upload/downloadable_files/Guidance-performance_information_measures.pdf)

SSC (2003) *Learning from Evaluative Activity: Enhancing Performance Through Outcome-Focussed Management*, SSC, Wellington, accessed from [http://www.ssc.govt.nz/upload/downloadable\\_files/Learning\\_from\\_Evaluative\\_Activity.pdf](http://www.ssc.govt.nz/upload/downloadable_files/Learning_from_Evaluative_Activity.pdf)

## Week 11

No assigned reading.

## Week 12

Required reading:

Hughes, Owen E. (2003) *Public Management and Administration: An Introduction*, Third Edition, Palgrave MacMillan Hampshire, U.K., Chapter 14.

Additional reading:

Bhatta, Gambhir (2003) *Post-NPM Themes in Public Sector Governance*, Working Paper No. 17, SSC, Wellington, accessed from [http://www.ssc.govt.nz/upload/downloadable\\_files/Post-NPM\\_Themes\\_In\\_Public\\_Sector\\_Governance.pdf](http://www.ssc.govt.nz/upload/downloadable_files/Post-NPM_Themes_In_Public_Sector_Governance.pdf)

## **Assessment Requirements**

Summary of Assessment Requirements				
Assignment	Type	Indicative length	Due Date	Percentage of Overall Mark
Essay	Written	1,500 words	4 August 2008	15 percent
Presentation	Oral	20 minutes	3/6 October 2008	15 percent
Case Study	Written	2,000 words	6 October 2008	20 percent
Final Examination	Written	Three hours	TBA	50 percent

1. Write an essay of 1,500 words on the following topic:

*Describe the elements that distinguish public management from private management. In what way do these elements contribute to public management being similar or different than its private counterpart? In what way do these elements strengthen/weaken the practice of management?*

A hard copy of this essay is due by **4:00 p.m. on Monday 4 August 2008**. Assignments should be placed in the secure box at School of Government reception (8<sup>th</sup> floor Rutherford House) during the office hours, which are 8:30 a.m. – 5:00 p.m. The assignment box is cleared daily, and assignments will be date stamped. Students should keep a secure copy of all assignments (i.e. hard copy and e-file).

2. Working with others in a group, provide a 20 minute presentation to the class on the following topic:

*In consultation with the course coordinator, select a public policy, programme or strategy for which there is extensive public documentation. Provide a ten minute presentation covering the following:*

- *Describe the situation addressed by the policy, programme or strategy – what is it meant to fix?*
- *Analyse the intervention logic, the scope and scale of the intervention;*
- *Describe the implementation or service delivery arising from the policy, programme or strategy;*
- *Evaluate the effectiveness of the policy, programme or strategy to meet its goal from a public management perspective.*

This presentation, which can be in any format you choose, is due to be delivered to the class on **3 or 6 October 2008**. Time limits will be strictly enforced. A mark will be awarded to the group, and this is the mark each student in the group will receive.

3. *Describe the concept of Managing for Shared Objectives. What are the opportunities for, and constraints against achieving shared objectives? Using the Treasury's Intervention Logic model, suggest institutional and process improvements to enhance the opportunities and mitigate or manage the constraints.*

A hard copy of this essay is due by **4:00 p.m. on Monday 6 October 2008**. Assignments should be placed in the secure box at School of Government reception (8<sup>th</sup> floor Rutherford House) during the office hours, which are 8:30 a.m. – 5:00 p.m. The assignment box is cleared daily, and assignments will be date stamped. Students should keep a secure copy of all assignments (i.e. hard copy and e-file).

4. Final examination

The final examination will comprise a selection of short essay questions. The questions will be based on material covered in lectures.

Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period. **Examination dates for trimester two: Friday 17 October to Saturday 8 November 2008.**

## **Penalties**

Assignments are due by the designated time and date to avoid a penalty. Five marks will be deducted for every day an assignment is overdue. Assignments submitted after seven days will not be accepted.

Pre-arranged extensions for valid reasons of illness or family circumstances will usually be granted. The course coordinator should be advised of these circumstances at the earliest time prior to the due date.

## **Mandatory Course Requirements**

1. Active participation in tutorials and the team presentation.
2. Submission of all written assignments by the due dates.
3. Sit the course examination.

Students who fail to satisfy the mandatory requirements for passing this course, other than the requirement to obtain a C grade overall, will not receive a graded result, and their records will show a “K” (fail due to not satisfying mandatory course requirements, even though the student’s course requirements reached the level specified for a pass).

**To pass PUBL 302 a student must meet the mandatory requirements and achieve at least a total of 50% over all the assessment.**

## **Communication of Additional Information**

Additional information and readings will be distributed in class or posted on Blackboard.

## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty’s Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA005). This counter is the first point of contact for :

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.



To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)

For information on the following topics, go to the Faculty's website [www.victoria.ac.nz/fca](http://www.victoria.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

### **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

[www.victoria.ac.nz/home/studying/plagiarism.html](http://www.victoria.ac.nz/home/studying/plagiarism.html)

### **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 6015. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.